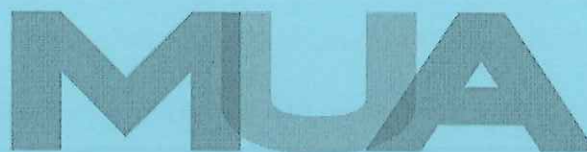


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

**BML 310 : CROSS CULTURAL MANAGENET**

**DATE: 14<sup>TH</sup> DECEMBER 2017**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

### QUESTION ONE

**Read the Case Study below carefully and answer the questions that follow**

The world of international management is no longer limited. Virtually all business conducted today is global business. It is difficult to identify a product or service that is not somehow influenced by cross-border transaction of some kind. Likewise, international responsibilities and contact with other cultures are commonplace and might even involve leaving the office. When in Rome, talent management practices may need to be modified in order to suit local conditions. When it comes to international business, it is remarkable to see how different cultures approach management. There is certainly no one way of doing business and as technology narrows borders and globalization integrates the world's economies, developing a sensitivity to how other cultures operate, generally and in business, is becoming essential.. This becomes clear when international management is defined by structure and content of managerial roles as opposed to the functions of management.

A cross cultural communication is significantly more demanding than communicating in a single culture, reasons being cultural different individuals have less common information. Instead of relying on stereotypes try to focus on prototypes, cultural averages on dimensions of behavior and values

**Required:**

- a) Explains five factors that influence the environment for international and cross- cultural management (10Marks)
- b) Analyze five values that has an influence on culture in work place (10Marks)
- c) What is motivation? Discuss the achievement theory of motivation. (5Marks)



## QUESTION TWO

- a) Explain the following terms. (5Marks)
- i. Culture
  - ii. Cross- Cultural Management
- b) Discuss five factors that Influences the formation of organizational culture. (10Marks)

## QUESTION THREE

- a) To unlock one own knowledge of your partner's culture and apply it as you prepare to do business is sometimes a challenge. Evaluate five different characteristics of culture among societies. (10Marks)
- b) The organizational culture constitutes a field of management, with a history relatively recent, which started to gain a general acceptance barely in the second decade of the 20th century. In the opinion of Hofstede, the organizational culture can be described as? (5Marks)

## QUESTION FOUR

"Cultural values have a considerable effect on the way managers run an organization". Discuss the five effects of cultural values on management. (15Marks)

## QUESTION FIVE

- a) Organizational boundaries are affected by globalization. In modern multinational corporations, production, sales, and marketing and distribution might all be located in different countries to capitalized on certain location specific advantage. Analyze Cultural Variables affecting decision making (10Marks)
- b) Discuss Practical applications of Hofstede theory of international culture when/ during business promotion. (4Marks)

- c) Briefly define the term International business. (1Mark)

**QUESTION SIX**

- a) Explain five cross-cultural variables that affect the communication process (10Marks)
- b) Culture manifests its influence through a number of intermediate mechanism .Explain five reasons Multinational Corporation MNC are operating globally. (5Marks)